C 2150-1

Chilton's

DECEMBER 1985

DISTRIBUTION

FOR TRAFFIC & TRANSPORTATION DECISION MAKERS

RESHAPING WAREHOUSE STRATEGIES

EUROPE BY THE CONTAINER • DRUGSTORE DISTRIBUTION WARS • ICC UNDER SIEGE

VOL. 84, NO. 12

Chilton's DISTRIBUTION

DECEMBER 1985

COVER STORY

10 RESHAPING WAREHOUSE STRATEGIES
Our survey said: Traditional approaches to field inventory are being abandoned in favor of consolidations, direct shipping and a host of other plans.

SPECIAL FEATURES

20 EUROPE BY THE CONTAINER
Just when a major retailer was beginning to think only a miracle could help, it saw the light.

29 DRUG WARS
Can Joe's Drugs possibly hope to survive the onslaught of superstores? Armed with enough distribution power, Joe and his fellow Moms and Pops may have a fighting chance.

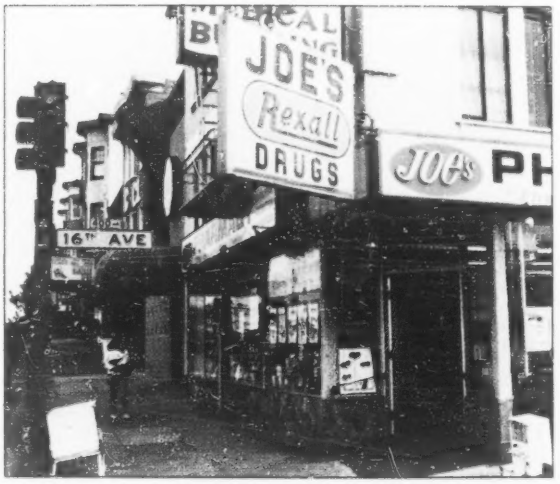
38 DAMAGED DELIVERIES

44 NO FEAR OF THE FREE MARKET
Japan is undergoing an NVO boom, sparked by the U.S. Shipping Act, that shows that the Japanese have the savvy to compete.

50 1985 EDITORIAL INDEX

57 OUT OF COMMISSION
Shippers pushing for complete trucking deregulation and ICC sunset had better be well armed for a fight they will now have to wage alone.

81 AWA's WAREHOUSING REVIEW



29 Just what the doctor ordered

REGULAR FEATURES

4 EDITORIAL By Joseph V. Barks
Loose freight

7 DIALOGUE
Carrier rep-utations

60 TRUCKING By Kurt Hoffman
Which road to final deregulation?

62 INTERNATIONAL By Andrew Tausz
Up north, they're seeing the light

64 EQUIPMENT & TECHNOLOGY By James Martin
Two modes are better than one

66 WASHINGTON By Stan Chapman
The fever mounts to farm out maritime favors

68 TRANSPORTATION LAW By Colin Barrett
Bills from the bust belabor shippers

70 SHIPPER/CARRIER By John Betz
The freight that comes in from the cold

72 RAIL TRANSPORTATION By Frank E. Shaffer
In search of... new rail ideas

73 WAREHOUSING By Denis Davis
FMI thinks DPP is A-OK

75 HAZARDOUS MATERIALS By Bob Jordan
What's in a (proper shipping) name?

78 SMALL SHIPMENTS By Denis Davis
The USPS: an innovator?

DEPARTMENTS

42 CARRIER PORTFOLIO

79 LITERATURE

102 GUIDE TO PUBLIC WAREHOUSES

149 CLASSIFIEDS

151 ADVERTISERS INDEX

152 LAST PICKUP

NEXT MONTH

More Equipment

DISTRIBUTION, ISSN 0273-6721, owned by Chilton Co., is published monthly at Chilton Way, Radnor, PA 19089. (215) 964-4000. Chilton Co. is a division of American Broadcasting Companies, Inc., New York, N.Y. Second Class Postage Paid at Wayne, PA 19087 and additional mailing offices. © CHILTON COMPANY 1985. Subscription rate: U.S. and possessions, $40 per year; Canadian, $50; Foreign $70. Single issue $2.00 except Distribution Guide Issue—$20 per copy. Postmaster: Send form 3579 to DISTRIBUTION, P.O. Box 2105, Radnor, PA 19089. Permission to photocopy for internal use or the internal use of specific clients is granted by Chilton Company for libraries and other users registered with the Copyright Clearance Center (CCC), provided that the base fee of $1.00 per copy of the article, plus 25¢ per page is paid directly to the CCC, 21 Congress Street, Salem, MA 01970. Special requests should be addressed to the Editor-in-Chief. (0273-6721/85 $1.00 + 25¢.)

Our September Dialogue Card asked our readers to tell us what they think of carrier sales reps. *Their responses to our inquiry of how they select which reps they will see indicates that most shippers fall into one of three camps: those that divide their time among those reps who are qualified, considerate, and well informed; those who only see salespeople who represent carriers with a good reputation for service or price; and those shippers who find time to see them all. But even shippers bivouacked in the last camp seem to have minimal expectations from the carrier representatives they deal with. Among these are a familiarity with the shipper's needs, and a readiness to both give and take information.*

"I try to see every carrier that wants to see me at least once. After the first time, I decide if another meeting is necessary."**—David Ready, traffic manager, Easco/KD Tools, Hanover, Md.**

"Carrier reps must have knowledge of my traffic in terms of service and competition. Cost is of prime concern. Those who are willing to do their homework will succeed here; otherwise don't bother me."**—James J. Paule, traffic manager, Spangler Candy Co., Bryan, Oh.**

"If reps take the time to come in our front door, we will see them, if only for a few minutes."**—Linda M. Missig, traffic coordinator, Imperial Clevite, Milan, Oh.**

"I screen reps on the basis of need, and on their total distribution approach. Once in a while, I'll see one out of curiosity."**—Earl J. Kangas, distribution manager, Peterson Publishing Co., Los Angeles.**

"I'll see a carrier rep if it's either a brand-new carrier, or one that we use heavily."**—S. L. Silverstein, logistics manager, Guardian Division, Cooper, Brighton, Mass.**

"They must be LTL carriers. I will schedule interviews two times. Rates and discounts are nice, but good to excellent service is what I'm looking for."**—Carolyn H. Jensen, shipping coordinator, NSK Corp., Bearing Division, Ann Arbor, Mich.**

"I only want to talk with those carrier reps who want to work with shippers in order to have their company become a partner in the movement of goods, in the most expeditious and economical fashion."**—Philip N. McClain, corporate traffic manager, Dynersburg Fabrics, Inc., Dynersburg, Tenn.**

"I only rule out the carriers I *know* cannot help us. I see all others on the chance of something new arising."**—Rick L. Dugan, traffic analyst, Louisville Cement Co., Louisville, Ky.**

continued

QUESTION OF THE MONTH

MEETING YOUR NEEDS?

Another exhaustive season of industry meetings, conventions, seminars and the like is gasping to a close, leaving behind some questions as to whether the content of these sessions filled the bill, or whether they left you feeling empty.

We've asked you to rate the trade associations before, but this month we want to zero in on the meetings held by these groups. While it's all still fresh in your minds, we'd like to get some feedback as to which meetings yielded some tangible benefits for you this fall, and which just yielded painful expense reports.

Do you find these meetings to be representative of your current management needs, or do you think they tend to center too much around either nebulous new buzztopics of questionable merit, or the musty old standbys? Are they dominated by too few members of the various industry populaces, or by industry giants whose insight has little application in the operations of more modest sized attendees?

What makes one meeting useful, and another one useless? Our "evaluation form" is below—and it's a lot easier to fill out than those cumbersome ones they always ask you to grapple with at the meetings themselves:

DIALOGUE December 1985

- This fall, I attended the following meetings (check all that apply): _____NCPDM; _____NASSTRAC; _____NITL; _____APICS; _____ATA; _____AAPA; _____TRF; _____AST&L; _____TDCC; _____TCI; _____DNA; _____local chapter meeting(s) of transportation group(s) _____other(s) (list them here:) _____
- Of the meetings I attended, the one of the most practical value was: _____.
- The meeting that I considered the biggest waste of time was: _____.
- Here's what will attract me to a meeting (check all that apply): _____session topics; _____concurrent exposition; _____speakers; _____meeting location; _____meeting "theme"; _____membership of group holding meeting; _____other (describe:) _____
- Here's what will turn me off most quickly about a meeting: _____session topics I've heard before; _____"speakers" who are likely to give commercials; _____excessive time devoted to cocktail parties and/or recreation; _____resort-type location; _____concurrent exposition; _____other (describe:) _____
- My management does/does not expect me to justify attendance at meetings by showing specific cost savings.

Describe your best example of an instance where you went to an industry meeting and came back with something tangible that you could apply to your own distribution operation. Please be specific:

_____

_____

_____

_____

_____

NAME (print) _____ TITLE _____

COMPANY _____ PHONE _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

FIGURES IN SPEECH

(Quotes from transportation and distribution notables that have caught the ears of *DISTRIBUTION* editors:)

"Microcomputers in traffic are the way of the future. These things are great."**—Jim Moore, Logistics Resource, Inc., at the NCPDM (now CLM) annual meeting in St. Louis.**

•

"The future role of the personal computer in distribution will diminish except as a terminal and external processor."**—Robert J. Quinn, Associate, Temple, Barker and Sloane, Inc.**

•

"We hope to get relief from single-source leasing under the 30-day rule, which the Interstate Commerce Commission says is needed to differentiate private carriers from common carriers. No state allows single-source leasing. We run one way intrastate and a different setup on the interstate system. We can't use the same equipment and drivers. This is not cost-effective; it frustrates us."**—Herman Granberry, director of transportation, West Point Pepperell.**

"I will see reps who 'soft sell' and build a rapport that stimulates confidence that any problems can be resolved."**—Guy Russo, executive vice president, Nippon Industries, New York.**

"Before I see a rep, I review the carrier's sales brochures, their certificates of insurance and authority, their financial statements, their rates, and their area of service."**—Joseph Baron, manager of logistics, Meredith/Burda, Lynchburg, Va.**

"I do not see any reps making cold calls. When I require assistance, I will call and make an appointment."**—Abraham J. Melzer, logistics manager, Telentry Systems, Inc., Stamford, Conn.**

"Service over price gets our business. I see all reps; it's the only way to get up-to-date information."**—Peter Barson, traffic manager, Chemical Adhesives, Aurora, Oh.**

"I see reps if I like them and their company. They must offer good rates. New ones have a hard time getting to see me. Seeing them at traffic functions helps their case."**—Darlene M. Schadle, traffic manager, W. J. Ruscoe, Co. Akron, Oh.**

"I'll talk to a rep if I am having service trouble into the area where that particular carrier serves, and I haven't used that carrier yet."**—M. A. DiFronzo, traffic supervisor, Taylor Publishing Co., Malvern, Pa.**

"I see carrier reps by appointment only. I prescreen them for their knowledge of our operation and ask them up front what they can offer that's better than what we're getting now."**—Paul Weber, national physical distribution manager, Agfa Gevaert, Inc., Teterboro, N.J.**

CARRIER REP-UTATIONS

Carrier reps think the best way to make a sale is through:	
low rates	48%
service	18%
reputation	9%
Salespeople are interested in my requirements	69%
disagree	30%
Carrier reps are good at following up on complaints	63%
disagree	38%
Most reps are adequately trained	48%
disagree	51%
Most reps are too aggressive	38%
disagree	61%
Everything else being equal, shippers will give their business to whom they like	78%

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO. 39 WAYNE, PA

POSTAGE WILL BE PAID BY ADDRESSEE

Chilton's
DISTRIBUTION

Editor-In-Chief
Chilton Co.
Radnor, PA 19089

RESHAPING WAREHOUSE STRATEGIES

Our survey said: Traditional approaches to field inventory are being abandoned in favor of consolidations, direct shipping and a host of other plans.

By Denis J. Davis, Senior Associate Editor
and Cathy Coffman, Special Projects Editor

The message from our survey of distribution strategies (May, p. 94) was clear: Warehousing's traditional role is being challenged.

As the charts on the following pages clearly show, where inventory once served as a cushion for sales and customer service, high carrying costs are now giving distribution the leverage to strip stocks to leaner levels.

After tabulating our results, we went back to ask shippers just what strategies they're using. They opened a bag of simple nuts-and-bolts plans that aren't hard to implement. Aren't hard, that is, once the distribution department has the leverage of its first success to offer to sales and marketing for support.

Breaking Down Barriers

"I'm in the process of quantifying the benefits from a new pooling arrangement," says Leon "Bud" Cohan, distribution manager for T. Marzetti Co., a manufacturer of salad dressings and dips in Columbus, Oh. "But first I had to fight our customer service and sales departments.

"We sell through a food broker network," Cohan explains. "Every broker wants a public warehouse across the street from his office, and sales doesn't like to say no to anybody," he wryly observes. As a result, Marzetti got into a lot of warehouses without a lot of thought, Cohan points out.

"For this company, being in a public warehouse is not a desirable method of distribution, because we can't stock the whole product line," he asserts. The short shelf life for many of Marzetti's products also makes them difficult to warehouse.

But, Cohan says, to change any of that, he has to justify those changes.

Howard Weisz, the manager of material flow systems and warehousing for Scott Paper, has justified his share of changes. For example, when sales controlled some of the 22 public warehouses Scott was using, each district sales manager would keep a cache of product to cover that district's customers. The reason, Weisz explains, was that most of these district managers didn't think distribution could cover them in a crunch. To change that perception, Weisz developed a new standard, and he's stuck to it.

"I told them I could get an emergency truckload of product anywhere in the country within 24 hours. In fact, there are markets I can get to in six hours," he says.

In another example is the case of two warehouses in California. The company was shipping about 250 full truckloads of "emergency" shipments every month. But as Weisz points out, shipping that many trucks isn't emergency business—it's how you go to market everyday. The warehousing needed to respond to "emergencies" was adding about a dollar a case to Scott's costs, or about $500 a truck.

In addition, deregulation makes shipping from manufacturing sites more economical. Weisz says Scott has gone to different regions of the country and told customers that if they can fill one-third of a truck, it is more economical to ship from a manufacturing site than to take it to a field warehouse. Of course, he explains, the farther away from the manufacturing site, the higher the percentage of the truck that needs to be filled. "But there are places

continued

where we will take a 48-foot trailer, fill one third of it and send it out at a truckload rate," he reports.

According to Weisz, these direct shipments are resulting in significant savings, and both sales and marketing see them.

"We just had funds approved to double the size of a warehouse at a manufacturing site," he reports. But to accomplish that, Weisz went to the regional sales manager, pointed to the warehouses, to the throughput, to what it was all costing, and to the order profile. He then pointed out that, assuming the same profile, channels and products, Scott could do all of the shipping right from a manufacturing point.

By the Numbers

Most of us complain about accountants, but there are times when the numbers themselves provide the leverage for change. Randy Moberg, manager of national warehouse operations at American Hoechst Corp. in Bridgewater, N.J. says the company is very much stretched when trying to respond to service increases and, at the same time, reduce inventory and locations.

"We are doing it, quite honestly, in terms of dollars," he says. "When interest rates were 21 percent, inventory carrying costs got a lot of attention from top management, because costs started to go through the roof."

Then there are times when the impetus for change might be nothing more than a conversation during a game of golf. After they exchange broker tips, one chief executive turns to another and asks: "Are you doing anything with just-in-time (JIT)?"

For James M. (Mike) Starling, manager of distribution planning and development at ICI Americas, Inc., the initial challenge was just that. First management asked: are we doing any just-in-time? And, if we are not, do we have the potential to do it?

Okay, Now What?

For Starling, it became a three-phase project. The first part was finding where the company stood in relation to JIT. He found one program where ICI was delivering bulk sorbitol to Warner Lambert in Chicago.

"They came to us and said they wanted to implement a no-inventory situation in their plant, and that they wanted it on-call to feed their production line.

"To meet that," Starling reports, "we set up a warehouse close to their plant. We set up a grocery store-like operation where they call up in the morning, tell us what they want and then come over and pick it up to meet their production needs for the day.

"The tradeoff was that while we held the inventory, we also became their sole supplier."

Phase two for Starling calls for him to go through and identify the potential for other just-in-time opportunities in the company's eight or nine business groups.

"We do a lot of warehousing," he asserts. "We use between 50 and 60 public warehouses around the country, and that is a sizable network.

"JIT and other developments are recent," he notes, "but our network has been in place for about five years. Given the fact that buyers are now saying they want to reduce inventories and are looking at JIT concepts for their own production lines, we have to look to see if we are positioned to handle that."

There will be a reevaluation of the network, he adds, because he is not sure the company needs all of those warehouses, or if it is positioned in the right places for what the buyers are asking for.

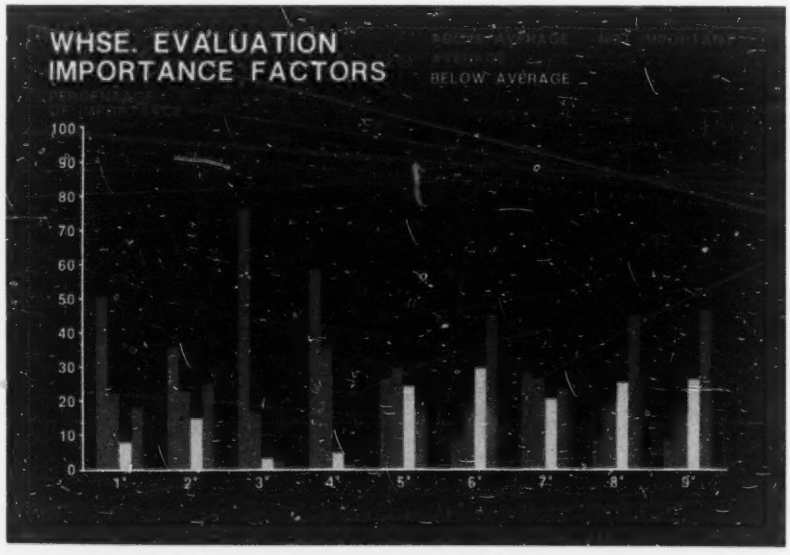
Simply Cheaper

Where ICI is considering a realignment, Scott Paper has already gone through a reduction of the number of public warehouses it uses. The simplest and best reason for dropping field warehousing, says Scott's Howard Weisz, is that it is cheaper to ship direct.

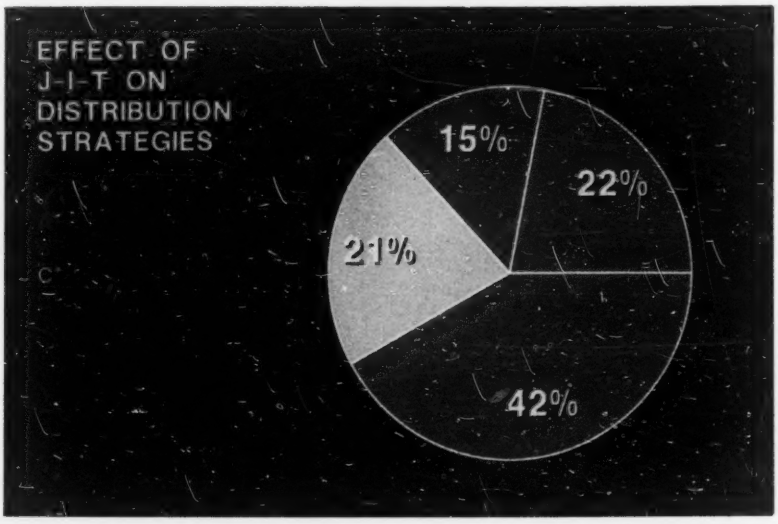
"In trying to figure out a better way to handle our LTL, we saw three things," Weisz explains. "First, we recognized that for some LTL shipments we would need field warehouses."

Secondly, the paper company

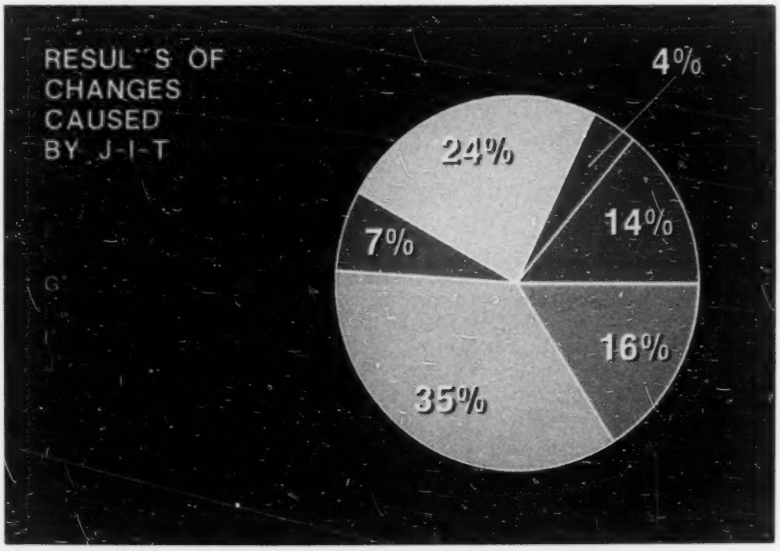
continued



***Respondents to our survey on distribution strategies were asked to weigh the effect that several logistics variables have on their overall warehousing needs. The variables include: 1) Flow of materials to the production line; 2) Increased seasonal demand; 3) Delivery time to the customers; 4) Transportation costs; 5) Interest rates; 6) Overflow from other facilities; 7) New product introductions; 8) In-transit storage; and 9) Dead storage. The results make it clear that for shippers employing warehousing on either a public or private basis, customer delivery time remains the most important factor affecting their strategies. Transportation costs is the next most important variable. Putting the two together still gives us a picture of shippers who want to get the goods in and out of the warehouse on time, at reasonable costs.**



***We asked respondents to describe how inventory-reduction strategies like just-in-time are affecting their warehousing strategies. Is JIT, we asked: A) reducing inventory in all field warehouses, regardless of the effect on customer service? B) reducing the number of private warehouses, but increasing public warehouse use to keep customer service up to par? C) reducing the number of public warehouses by consolidating inventory in fewer facilities, but maintaining similar total inventory levels? or D) replacing field warehouse inventories with consolidation plans and direct shipments? Forty-two percent of the queried shippers observed that the just-in-time concept is replacing field warehouses with consolidation plans.**



***Some respondents have changed distribution strategies to meet the demands of the shift to just-in-time manufacturing. We asked whether the new strategies have led to: E) Reduced customer service with no impact on sales; F) Reduced customer service with an erosion of sales; G) Lower warehousing costs and acceptable increases in transportation costs; H) Lower warehousing costs but unacceptable increases in transportation costs; I) Lower inventory levels, faster turns, greater profit, and little change in sales; or J) Poorer coordination of inventory with sales and little savings in total costs. The results show that 35 percent of those shippers now immersed in just-in-time are improving profit margins as a result of inventory savings.**

saw it was doing a lot of promotional business with the big retail chains. And with that came the realization that these chains were buying promotional products only. After the incremental cost of putting these products through smaller warehouses via LTL, the company wasn't making any money on the promotional pieces.

The third thing that was rethought, according to Weisz, was supplying military PXs from these field warehouses.

"Rather than send a Scott salesman into the commissary system, we realized it would be a lot more economical for us to go through a wholesale grocer and, when he went to sell soup and cereal, he could also sell paper."

After Scott got the PX question and the non-food business sorted out, the company looked at just what kind of LTL business it was actually doing. Weisz says he realized that a lot of those shipments were 100 cases plus, and that a truckload is about 500 cases. With deregulation just coming about and the company just getting into contracts, Scott's distribution people realized that the company was better off shipping from a production site. They found that paying stop-offs when a carrier made four more stops was still more economical than going through a field warehouse.

In The Pool

"My goal is to get out of storage in public warehousing and go to straight pool distribution," Bud Cohan states flatly.

"I'm just coming to that point," he says. "Where I have done studies, I've found pool warehouses are faster and cheaper. Our orders are picked, packed and stretch-wrapped at our plant. We then get a truckload rate from here in Columbus to a public warehouse in Kansas City, but no storage is involved. We're charged for handling and cartage."

Cohan is looking to get out of all public warehousing for two reasons. The inventory is one, and franchise taxes is another.

Because of its success in Kansas City, Marzetti is doing the same thing in Chicago and in Michigan.

"Frankly, I think we can do just as well on the East Coast with pool shipments or direct ships from

our plants in Columbus, Oh. and Atlanta," Cohan allows.

While Cohan argues that the expense of stocking Marzetti's entire product line in public warehousing cannot be justified, he admits there are some places where a public warehouse is needed. For Marzetti, New York City is one place. Problems are horrendous in the Big Apple, he says, and some local warehouser can better handle those problems.

Marzetti makes deliveries using its own fleet, and via common carriers; from pool warehouses, and from storage in public warehouses. But Cohan says he needs more goods in the pool warehouses for consolidations. "If I stored finished product here in Columbus instead of in the public warehouse in Chicago, I could combine some of those shipments into consolidations. Not being able to do that is a hidden cost of warehousing in Chicago."

Move Less, Faster

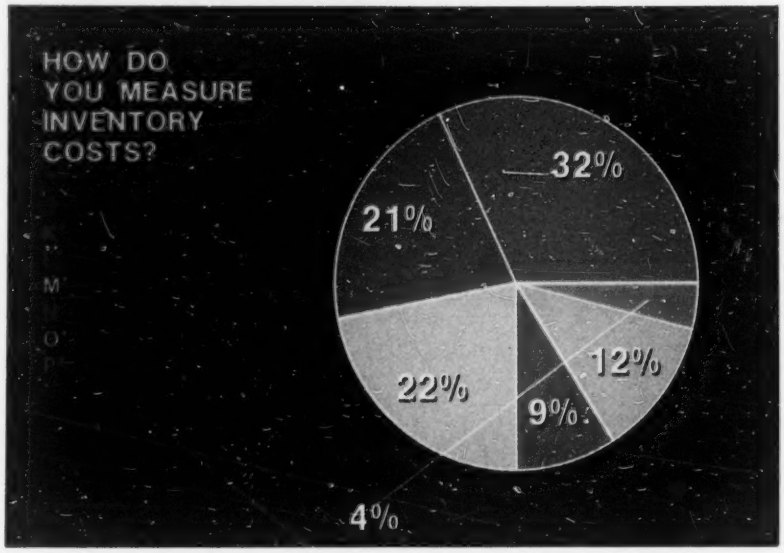
"There has been an overall reduction in the size of inventories while there has been an increase in the velocity of it. That is not a new concept, but that is one of the main things that we are doing," says Randy Moberg of American Hoechst Corp. "The other thing involves location," he adds.

"Wherever it is proving to be unprofitable to have a public warehouse or a consignment location," Moberg says, "Those are being eliminated or consolidated into one of our regional distribution centers or a regional public warehouse."

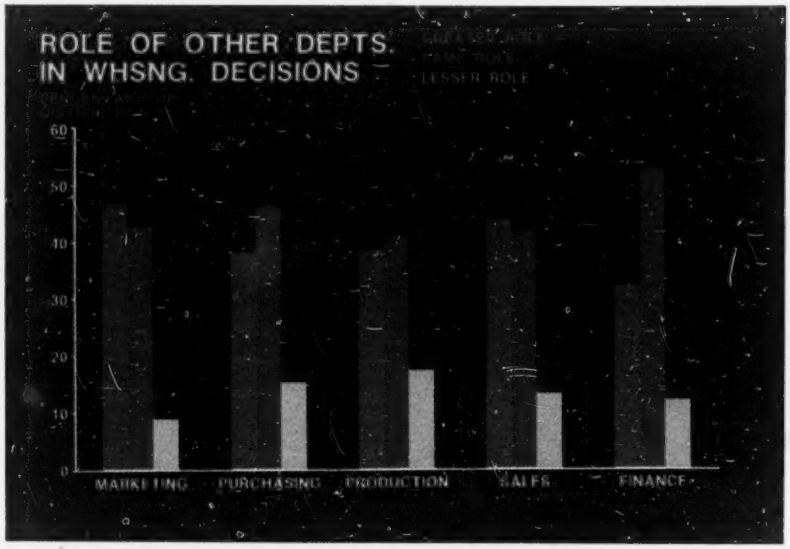
Moberg explains that a lot of Hoechst's products are imported. As a result, it is particularly hard to plan distribution or inventory levels because of the lead times. The result has been a tendency to overstate forecasts.

But he also points out that there has been a distribution organization in the company for only four or five years. "As big as this company is, he says, "we have become more professional only in the last five years. As we gain in people and expertise we will be able to do more with less." ★

Single copies of this article are available at no charge. Input 462 on Reader Service Card.



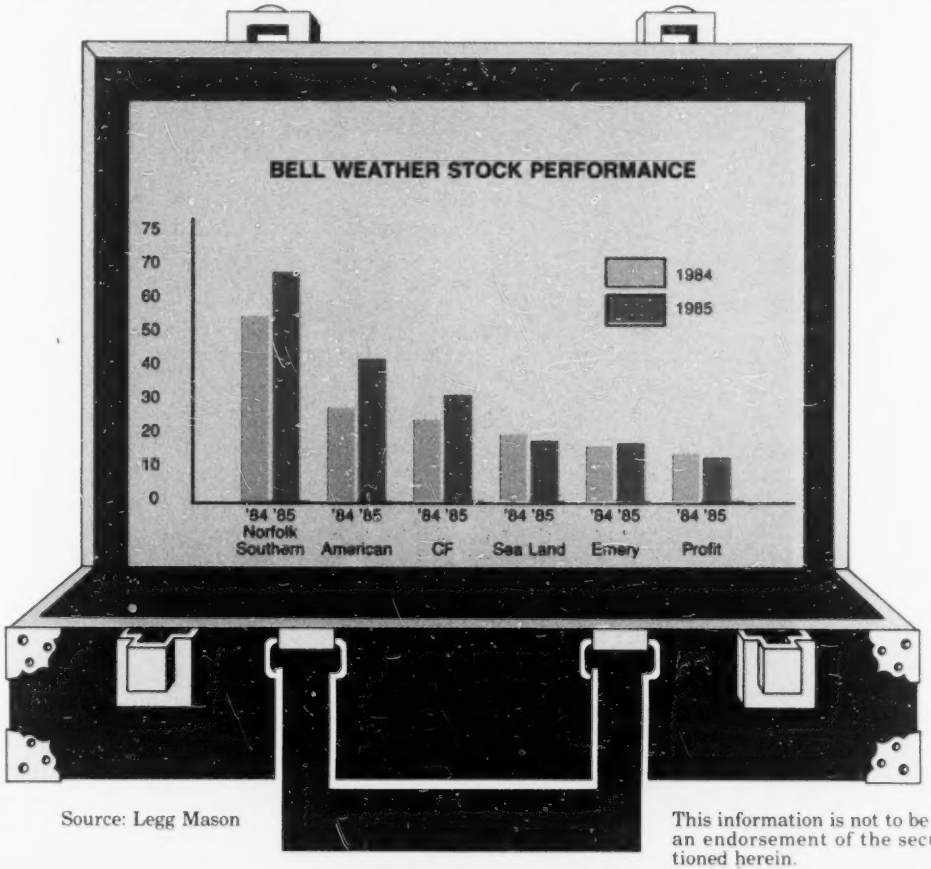
***How are distribution executives asked to measure their inventory costs? According to this survey, there is no one clear-cut way to assess them. Shippers reported that they now measure inventory costs in several ways, including: K) Time value of money/inventory carrying costs; L) Percentage of sales; M) Part of total distribution costs; N) Part of total transportation costs; O) Contribution to profit; and P) Other methods, including percentage of per-pallet capacity, value investing, months of sales, and dollars of working capital. Thirty-two percent of the respondents made it clear that time is money when it comes to measuring the value of inventory. The longer inventory sits on the shelves, the more it costs the company to keep it there.**



No doubt, you too are feeling the heightened influence of marketing and sales on your storage, location and inventory decisions. And other corporate departments, such as production, purchasing and financing, remain in the act, too. All appear to be playing increased roles when it comes to determining how warehouses, be they public or private, now fit into overall corporate logistics strategies.

DISTRIBUTION'S CARRIER PORTFOLIO

The airlines have been the best performers over the last year due to surging traffic, the prospect of lower fuel prices, and the absence of rate wars. The truckers have also been excellent performers for mush the same reasons. Profitability for the railroads has been mixed. Traffic has been soft, reflecting the economy, but cost controls and non-rail operations have improved earnings for some. The shipping companies have suffered a complete reversal of earnings due to the slower worldwide economy and increased capacity. Investors have not been badly burned, however, having anticipated the troubles and having avoided bidding up the stocks. The air freight group, on the whole, has been lackluster. The companies are becoming more efficient, but expansion costs have kept the stocks out of the limelight. For all these stocks, the key to future gains is a recession-free economy.



Source: Legg Mason

This information is not to be construed as an endorsement of the securities mentioned herein.

CARRIER FINANCES

	Year	Current Ratio*	Long Term Debt/Equity	Profit Margin
AIR CARRIERS				
Airborne	1985	1.3	0.6	2.5%
	1984	1.2	0.4	2.6
Emery	1985	1.6	0.3	3.0
	1984	1.7	0.3	4.6
Federal	1985	1.2	0.6	7.2
	1984	1.3	0.7	1.9
Purolator	1985	2.1	0.8	(3.3)
	1984	1.7	0.5	1.5
Tiger	1985	NA	NA	(8.1)
	1984	NA	NA	5.2
AIRLINES				
American	1985	1.3	0.7	5.6
	1984	1.4	0.9	5.7
Delta	1985	0.6	0.4	1.8
	1984	0.7	0.6	3.7
Eastern	1985	0.9	4.9	B/E
	1984	0.9	7.6	1.8
Northwest	1985	0.8	0.3	5.2
	1984	1.0	0.1	6.6
Pan Am	1985	0.8	4.6	0.2
	1984	0.8	4.6	B/E
Piedmont	1985	1.0	1.1	4.1
	1984	1.1	1.6	5.8
Republic	1985	1.3	3.0	5.3
	1984	1.0	ME	1.6
United	1985	0.9	1.1	1.3
	1984	0.7	0.3	3.6
USAir	1985	1.8	0.5	5.7
	1984	1.7	0.6	8.5
AIR FORWARDERS				
Air Express	1985	1.0	0.6	(0.8)
	1984	1.2	2.7	0.4
Expeditors	1985	2.0	MD	4.7
	1984	2.1	MD	4.5
Harper Group	1985	1.5	MD	4.7
	1984	1.6	MD	4.9
Northern	1985	1.2	MD	0.8
	1984	1.2	MD	2.6
Profit	1985	1.3	0.2	2.6
	1984	1.4	MD	1.8
WTC	1985	1.1	0.2	0.5
	1984	1.2	0.2	2.7
MOTOR CARRIERS				
American Carriers	1985	1.0	MD	1.5
	1984	1.0	MD	2.5
Arkansas Best	1985	1.0	0.7	3.2
	1984	1.0	0.7	2.3
MOTOR CARRIERS (continued)				
Carolina Freight	1985	1.2	0.4	3.6
	1984	1.0	0.6	2.3
Consolidated	1985	1.5	0.1	4.9
	1984	1.5	0.1	4.8
Overnight	1985	2.2	MD	9.7
	1984	2.5	MD	9.6
Preston	1985	1.4	0.3	2.2
	1984	2.1	0.2	3.1
Roadway	1985	1.8	MD	2.5
	1984	2.4	MD	6.6
Transcon	1985	1.6	0.6	1.4
	1984	1.7	0.6	1.5
Yellow	1985	0.8	0.2	7.2
	1984	0.8	0.2	8.0
OCEAN CARRIERS				
American President Line	1985	1.2	0.5	0.1
	1984	1.4	0.7	0.1
McLean Industries	1985	1.0	2.9	(5.9)
	1984	1.3	1.9	6.6
Sea-Land	1985	0.7	0.5	1.9
	1984	1.1	0.5	6.5
RAILROADS				
Burlington Northern	1985	1.0	0.6	8.8
	1984	1.0	0.6	6.6
Canadian Pacific	1985	0.8	1.3	1.4
	1984	0.8	1.2	3.3
CSX	1985	1.2	0.5	6.4
	1984	1.1	0.4	6.5
Kansas City Southern	1985	1.1	0.5	9.9
	1984	1.0	0.4	9.5
Norfolk Southern	1985	0.7	0.2	11.8
	1984	1.0	0.2	(4.8)
SF/SP	1985	1.3	0.3	9.1
	1984	1.5	0.3	8.2
Union Pacific	1985	1.1	0.6	6.2
	1984	1.2	0.5	6.7
VEHICLE AND CONTAINER LESSORS				
Gelco	1985	2.3	8.2	2.1
	1984	2.4	8.8	1.4
Leaseway	1985	0.9	1.5	2.3
	1984	0.8	1.2	3.4
Rollins	1985	2.0	2.7	0.3
	1984	2.1	2.6	1.6
Ryder	1985	1.2	1.6	5.0
	1984	1.0	1.4	5.3

*Current ration equals current assets/current liability

KEY: NA = Not Available
MD = Minimal or no Data
B/E = Break Even
ME = Minimal Equity